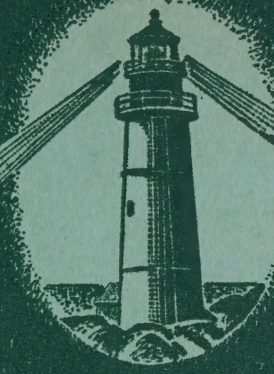
A Practical Guide
For Personal Progress
in the Business and
Industrial World



Putting yourself OVER

LESSON NUMBER 3

INITIATIVE
LEADERSHIP
GAINING RECOGNITION ON THE JOB

COYNE ELECTRICAL SCHOOL
CHICAGO EST. 1899 ILLINOIS

THESE WORDS CANNOT BE QUOTED TOO OFTEN!

"The electrical development of America has only well begun.

"So long as there remains a single task being done by men which electricity could do as well, so long will that development be incomplete.

"*Great days are ahead . . . and electricity will have a great part to play, granted only that it can be unfettered, with full opportunity for the largest possible initiative and energy.*"

THOMAS A. EDISON
1847-1931

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Putting Yourself Over

by
The Technical Staff
Coyne Electrical School

LESSON No. 3

1. INITIATIVE

2. LEADERSHIP

3. GAINING RECOGNITION ON THE JOB

THE third lesson of our series deals with the Subjects of Initiative and Leadership. It follows the instructions on self-confidence for the reason that no one could possibly become an efficient leader or take the initiative in any great undertaking without a belief in himself and his ability. Initiative and leadership are associated terms in the sense that leadership is essential for the attainment of success and initiative is the very foundation upon which this necessary quality of leadership is built. To simplify the description, we could very readily presume that initiative is as essential to success as a hub is essential to a wagon wheel.

What is initiative? Webster defines it as an "exceedingly rare quality that prompts a person to do what ought to be done without being told to do it." Another noted author once expressed himself on this subject in these words: "The world bestows its big prizes both in money and honors for one thing—and that is initiative." Initiative, summed up briefly, is "doing the right thing without being told to do it." How many times does a situation confront a man where he is faced with the necessity of making a decision? To falter and look around for someone to tell him to go ahead without taking the initiative, himself, is one of the things that keeps him from realizing a greater degree of success.

In a certain sense, initiative goes a bit further; namely, doing the right thing after you have once been told to do it. That is to say—to follow out instructions to the letter when they are given. Those who can do these things get high honors, but do not attain the heights that those men reach who go ahead WITHOUT BEING TOLD to do things.

Today, in order to enjoy success in any line of endeavor, it is essential that you do everything possible to bring yourself to the FRONT—TO PUT YOURSELF OVER. One good way to do this is by being alert on the job, continually striving to better yourself. Now, you may say—"Well, if I do my work well, isn't that enough, what else can I do to make myself stand out?" Just doing your job each day isn't enough. You have to do more; otherwise, you are no different than many of the men who work beside you.

Now, just how should you proceed if you are to possess the qualities of INITIATIVE and LEADERSHIP? Here are a few simple but tried suggestions that should (at least to a certain degree) enable you to acquire some of these qualities. It should be understood that no one can lay the foundation of success for you; you've got to realize that that is a personal problem, one entirely up to you. Our experiences with thousands of young men, employers, teachers and men of the world have given us a few shortcuts, ideas and plans that you can follow to aid in helping you to attain a high goal.

First—the habit of putting things off must be eliminated from your make-up. If this habit of putting off until tomorrow that which should have been done last week, or last year, or a score of years ago, is one of your troubles, you can accomplish nothing very big **until you throw it off.** Any man who expects to get far in life must understand that each day of his life there are things to be done and THAT DAY is the DAY TO DO THEM.

Here are a few suggestions that will enable you to overcome the habit of putting things off if it has been a part of your life up to this point:

1. Do one definite thing today that ought to be done without anyone telling you to do it.

2. Look around each day until you find at least one thing more that can be done that you have not been in the habit of doing that will be of some value to others and then do it without expectation of additional pay.

3. Try to impress upon one person each week the value of practicing the habit of doing something that ought to be done without being told to do it.

The human mind is a good deal like the human body. If a man practices athletics, for instance, his muscles become strong with the constant training program which develops his body. If he does one thing enough times, he can become proficient at it. It is the same thing with regard to mental development and activity. If you have a sound program and you continue to practice it every day, it will, in time, become second nature with you. The habit of initiative should be practiced in the small, commonplace things connected with your daily work. Don't try to take on any new tremendous

job each day, but just remember that doing small things right will take care of the big things.

Regardless of what line of work you enter, every day you will be brought face to face with a chance to render some services outside of the course of your regular duties that will be of value to others. In rendering this additional service of your own accord, you, of course, understand that you are not doing so with the object of receiving additional pay. You are rendering a service because it provides you with ways and means of exercising, developing and making stronger the aggressive spirit of INITIATIVE which you must possess before you can ever become an outstanding figure in the affairs of your chosen field or life work.

DO YOUR BEST ON EVERY JOB YOU DO

To be sure, a man should strive to earn as much as he possibly can, but there is no amount of money that could possibly be made that will take the place of the happiness, joy and pride that belongs to any person who does a better job at whatever he is doing. Every successful person tries to create something better than the average. It is this joy of creating a work of art that cannot be replaced by money or any form of material possession.

Learn to love your work and if your present job, or any job that you ever have, does not hold your interest and makes you feel like putting in extra time without regard of monetary reward, then the best thing you can possibly do is to quit your job and get into some field that DOES HOLD YOUR INTEREST.

Remember, THE GREATEST THING IN ANYONE'S LIFE SHOULD BE HIS WORK. If one is continually on the alert to do a better job of his job, the true psychology of that statement will be easily understood.

This brings us to the next step of the procedure that you should follow in developing INITIATIVE and LEADERSHIP.

You, of course, understand that the only way to get happiness is by giving some of it to others. The same applies to the development of INITIATIVE. You can best develop this essential quality in yourself by making it your business to interest those around you in doing the same. It is a well-known fact that a man learns best that which he endeavors to teach to others. If, by your very work and efforts, you attract people to follow your example, then you know you are well on the way to success. Remember that nobody can find more satisfaction than in having people come to him for his advice and suggestion. You will find the most outstanding men in any organization are those who are continually being asked for their opinions regarding various phases of business.

Service, Sacrifice and Self-control are three words which must be well understood by the person who would succeed in doing something that is of help to the world.

LEARN ALL YOU CAN ABOUT THE BUSINESS

Make it your business to find out all you possibly can about the work of various departments in your organization. Several years ago a fellow started to work for a company. From the day he started, he was continually asking questions. To some people in the organization he may have bordered on being a "pest" but regardless of what one may have thought of him, his spirit of trying to interest himself in every phase of the business had to be admired. This man had INITIATIVE. More and more the boss called upon him for opinions and advice. If any particular man was out of the department and some information was needed, they called on this man and his understanding, gathered by spending every spare minute he had in trying to find out what was going on in ALL DEPARTMENTS, made him an ideal man to contact. Such a man is destined to be a success and this fellow attained a very high position in this organization.

You can also get many new ideas to apply to your job by reading one or two good trade journals each month, by visiting other plants similar to the one in which you are employed and by discussing your work with other older men in your profession.

Don't be afraid to make suggestions for improvement. Work out all the details clearly in your mind first. Then suggest them tactfully to your immediate superior. Never go over his head except as a last resort. Be persistent and don't get discouraged if your first ideas are not accepted immediately.

There are so many ways a young man can make himself stand out in an organization today, that anyone who fails to do so does not deserve success. Don't ever do your job aimlessly, or without continually thinking of how it could be improved. As soon as you do this, this lack of interest will be detected. Remember this, every company, without exception, is anxious to advance an employee to more responsible work if he earns it. The leaders of industry are continually on the alert for the young man who shows INITIATIVE and LEADERSHIP among his fellow co-workers.

LEADERSHIP

This brings us to the point of LEADERSHIP. At the outset, suppose we have a definition of the term.

LEADERSHIP is made up of a number of qualities of which these should be listed as the **most important**, (1) self-confidence; (2) ambition; (3) fairness; (4) initiative; (5) decision; (6) dignity; (7) courage; and (8) Faith.

Self-confidence results, first, from knowledge; second, from the ability to put that knowledge into use. These things

give a man poise to lead. A bluffer is never a leader. You must have, first of all, the knowledge and the respect that comes with knowledge, and once having these things, leadership should naturally follow.

Anyone who has taken the time and effort to acquire an education that will place him above the average run of untrained workers, shows initiative. The quality of LEADERSHIP may be dormant in that fellow but it is something that he must inherently have otherwise you would never have made the sacrifices to try to get ahead. Read THAT LINE OVER SEVERAL TIMES AND LET IT SINK IN THOROUGHLY, BECAUSE THIS WILL BE A BIG AID TO YOU IN DEVELOPING THESE GREAT EQUALITIES.

There are two types of LEADERSHIP and they can probably best be explained by using two leading characters—Abraham Lincoln and Napoleon Bonaparte. These two men had LEADERSHIP but they were different as night is from day. It would give you a better understanding on these subjects to read the lives of these two men. Napoleon was a leader, there can be no doubt about this, but he led his followers and himself to destruction. His LEADERSHIP was based entirely upon PERSONAL AMBITION and not upon a desire to co-operate or help his fellow men.

Abraham Lincoln, on the other hand, used kindness, faith, belief in an ideal. He showed determination in the face of tremendous obstacles and showed consideration for his fellow men in everything he did. That's what made him a leader. A most unimposing, awkward, homely man, who lacked practically all the physical essentials for popular leadership, yet he was one of the greatest characters the world has ever known. His success in carrying this country through one of its worst periods makes his achievement all the more notable.

Another man who stands out in history is Alexander Graham Bell who had an idea, and were it not for an unusual belief in what he thought, backed with profound initiative to accomplish something that had not been done before, we might never have had the telephone.

These men were LEADERS, well known to all of us. In every plant, whether large or small, the application of LEADERSHIP IS possible at all times.

Reading the lives of successful men, one thing stands out in almost every case, as to the first quality of LEADERSHIP. It is best defined in the statement that the first quality of LEADERSHIP is that we have a definite set purpose and direction. No man can be a leader, regardless of what line of endeavor he follows, unless he knows where he is going. It was Benjain Franklin who said, "Hitch your wagon to a star," but most of us forgot that Franklin followed this up by saying, "and keep your eye on the star." A

leader must have a definite idea of his objectives and his aims. Without this any man who wants to be a success, is handicapped becauses he cannot intelligently direct his efforts toward success because he doesn't know what his goals are.

The second thing a leader must have is enthusiasm. He must be charged with dynamic action and emotion and have a hopefulness that is necessary to cover many problems along the way. A man needs enthusiasm because without it, a job is just a job and nothing more. When a man has enthusiasm, a job is his very life and his enthusiasm will often affect those with whom he works and under whose supervision his own success program must, in a measure, depend.

Another factor which is important is friendliness. Here's an example of what is meant by this. One of the members of our staff pointed this illustration out and I believe it covers pretty definitely the subject of friendliness.

This individual in making a business trip through the East, called on an organization and asked if it would be possible to take a trip through the plant.

He was ushered into the General Manager's Office and was told, "Sure, we'd be glad to have you see our plant, as a matter of fact, I'd welcome the chance to take you through myself." As the men went through the plant, passing some 800 or more men busily engaged in their work, this Executive would say, "Bill, how are you; Tom, how are you," and in one instance, stopped at one fellow's place, and putting his hand on his shoulder, said, "Bill, how is your wife after that operation she had a couple days ago?" Further on, he asked another, "How is that new baby at your house?"

These men throughout the plant just beamed and there was a spirit of friendliness which should be found in industry and all types of plants.

Here's another example of the other side of the story. In another visit, one of our staff members called on a very large organization. Some specific information was needed and had to be secured from the President of the Company. As this executive somewhat grudgingly answered some of the questions, he picked up the telephone and asked the Executive Vice-President to come in. When this executive arrived, the President said, "Sit down over there." The man went around behind him and sat down. Actually then the President sat with his back to this man and went on talking. Again he picked up the telephone and asked the Comptroller of the company to come in. When this man came in, the President said to him, "Sit down over there."

This represents one type of leadership, if you want to call it that, and it was learned that during the several days spent

Fear no man, hate no man,
wish no man misfortune
and more than likely you
will have plenty of friends
— it's just that simple.

in the visit to that large plant, that everywhere from the Executive Vice-President down there was a feeling either of fear or of hatred toward the man who said "Sit over there."

The leader must be the dynamo of business, he must have drive, endurance and vigor of mind and body. It is true we have had great leaders who haven't had all these things, but they probably would have been still greater if they had had greater physical vigor and bodily strength to back up their tremendous mental power and vision.

CO-OPERATE WITH FELLOW WORKERS

You have already learned that no man can accomplish enduring results of a far-reaching nature without the aid and co-operation of others. You have already learned that when two or more persons unite themselves in any undertaking in a spirit of harmony and understanding, each person in the alliance thereby multiplies his own powers of achievement. Nowhere is this principle more evident than it is in an industry or business in which there is a perfect teamwork between employer and the employee. An organization that possesses a good PERSONNEL MAN is indeed fortunate. It is within the powers of this man to keep the employees satisfied and to continually urge them to strive to better work and greater achievement. You will find this to be true in any organization—men are perfectly ready and eager to follow you as long as you convince them that you have, first of all, a knowledge of their problems and secondly, a knowledge of the business.

Ambition is essential to leadership. You will give yourself physically to long hours and hard work for greater responsibility. Any man who attains success forgets the time clock. From the minute he enters the door of his department or office he becomes wrapped up in his work without regard to time as long as there is work to be done. Hard work has never hurt any man. In fact, there are many cases on record where men who have worked hard all their lives and come to a point where they could retire, have found in their retirement ailments that they never even had symptoms of as long as they were active and busy every minute of the day. Hard work is a tonic that keeps men young and active.

DON'T BE A FOLLOWER

Another requisite for leadership is the power of QUICK, FIRM DECISIONS. There is no place at the top for a man who cannot make a definite and concise decision in an emergency. A man who is a "follower" in any walk of life is the type who seldom knows what he wants. He refuses to reach a decision even in matters of the smallest importance unless a LEADER induces him to do so. To know that the majority of people cannot and will not reach decisions quickly, if at

all, is of great help to a LEADER who knows what he wants and has a plan of getting it.

In your business experience you will run across many men who, if asked a question, given an order, or placed in an emergency, immediately look around for somebody to help them out. The chief reason why a "follower" does not reach decisions is that he lacks the SELF-CONFIDENCE to do so. This may be because of a lack of training or education in his chosen line or profession, or from an inferiority complex. On the other hand, every leader makes use of the law of a DEFINITE PURPOSE, the law SELF-CONFIDENCE, and the law of INITIATIVE and LEADERSHIP. And if he is an outstanding, successful leader, he also uses the law of imagination, enthusiasm, self-control and the various other qualities that will be discussed in other portions of these lessons.

In closing this lesson in INITIATIVE AND LEADERSHIP, I would like to cite one experience of a graduate of our school that probably illustrates very definitely the application of these principles in daily life.

This young man was employed with a large industrial concern in the East, in a position as one of the crew in ELECTRICAL WORK. The young man had been working for the company about six months, and one day, one of the largest motors in connection with the power room of this plant developed trouble. Every minute that the plant lay idle meant hundreds of dollars to this concern, and after some little time, the CHIEF ELECTRICIAN was forced to admit the problem had him "stumped." While assisting (although following strict orders) this young man made several observations as to what he believed was wrong and tried to advance the information on several occasions. The CHIEF ELECTRICIAN was either too excited or had not sufficient confidence in the young man, and paid little attention to his remarks. After apparently admitting he was whipped, this employer called on his entire crew for anyone who thought they could handle the problem.

It takes a little "courage" to step up in an emergency of this kind and say that you know how to handle the problem. Nevertheless, that is exactly what this fellow did. He didn't stop to consider that if he did so, he was practically creating the impressison that he knew more than the Chief Electrician. He didn't stop to think of what the reaction might be if he failed with his idea. A leader never thinks in "negative" terms.

This fellow knew what he wanted, proceeded to go to work on the machine and at the same time directed some of the other workers in various jobs to help his experiment. This takes LEADERSHIP. The men immediately sensed that he knew what he was doing and followed his instructions. As

a result, the machine was put back into operation within fifteen minutes and this young man gained considerable recognition.

Now, within that same crew there were many so-called Electricians who had worked there many more years than this young fellow, but in spite of their experience, they did not have the necessary INITIATIVE and CONFIDENCE, TO ASK for a chance, when it presented itself. Today this young man is the Chief Electrician of that plant.

SELF-RESTRAINT LEADS TO SUCCESS

To stand well in the eyes of the world, to command universal respect, to prove yourself worthy of a position of responsibility, capable of filling a bigger and better job, you must learn to avoid impulsiveness and loudness, and to be self-restrained, self-controlled, self-governed.

The big men are usually quiet and good listeners. They are not eager always to tell all they know.

Are you given to advertising yourself unduly?

Self-advertising people are generally conceited and overbearing. Unfortunately, many such people are wholly unconscious of their shortcomings. The "pushing way" they have adopted is but an unconscious attempt to compensate for a deep-seated sense of inferiority.

There is no need for you to be like this. You can soon find out just how you stand. There are a dozen more questions to ask yourself. If your answers to most of them are in the affirmative, then you should develop self-confidence to take the place of self-advertisement.

1. Do you like to take the lead in conversation?
2. Are you inclined to push yourself forward in company?
3. In public places and places of entertainment, do you pride yourself in taking the very front seat?
4. Do you deliberately seek to attract attention?
5. Do you talk loudly on the street, or in the bus, train, or restaurant, so that people not engaged in your conversation will hear you?
6. Do you try to impress people with how well off you are?
7. Are you fond of telling people how well educated you are, and of the books you have read?
8. Do you like to boast of your acquaintance with well-known people?
9. Do you like to relate your feats at golf, fishing, bridge, etc.

10. Do you brag about your work, the sales you make, the contracts you win?

11. Do you feel that others do not rate you sufficiently high?

12. Do you like to give others the impression that you are really clever and witty?

The cultivation of a quiet and pleasant spirit will enable you to drop all selfish resistance to the opinions of others. The stubborn desire to have everyone conform to your views only tends to keep you in a constant state of irritation and mental uneasiness. It is unreasonable to expect all men to see eye to eye with you. Accept opposition and while holding to your own opinions as long as you are convinced you are right, concede to the other person the right to his opinions. This is the way to peace of mind.

"Keep cool and you will command the situation," counseled a great man. He might also have said, "Keep cool and you will command yourself." This is most important for without ability to command yourself you are likely to lose out in many situations. Remember, too, you'll never learn much if you try to do all the talking.

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When GOD
measures a
man,
he puts the tape
around
the heart
instead of
the
head.

Care seldom rides on the back of the man who faces his problems with courage.

Questions

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LESSON No. 3

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"PUTTING YOURSELF OVER SERIES"

1st Question: You work under a Foreman, who in turn works under a Plant Superintendent. The Plant Superintendent is subject to orders of the General Manager. You have an idea for a plant improvement. Who would you present it to, the Foreman, the Plant Superintendent or the General Manager? Give your reason for your choice.

2nd Question: Do you believe it is wise to try to make people over? Do you think it is a good idea to tell some fellow employee his faults?

3rd Question: One of your fellow employees approaches you about starting a spare-time business. The type of service you would offer is the same as the company you work for offers. What would you do about this—what would you tell this fellow?

4th Question: You notice an accident HAZARD in some other department of the plant. What would you do about it?

5th Question: You are HIRED by a Superintendent who appreciates the value of a practical shop course but work directly under a Foreman who feels the only way to learn a trade is by the old apprenticeship method. What steps would you take to "sell" this Foreman on the training you have had?

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There is no defeat except from within. There is really no insurmountable barrier save your own inherent weakness of purpose.

Steps to Success

NOT too long ago in a leading magazine there appeared a questionnaire dealing with SUCCESS. It contained some interesting questions that everyone should ask THEMSELVES. I'd like to pass the information on to you as a part of this important "Putting Yourself Over" lesson. Test yourself on these questions — DON'T HEDGE — DON'T MAKE EXCUSES FOR YOURSELF — be fair because these tests will give you a chance to see what you should be doing for your future success.

TEST NUMBER ONE: BE MASTER OF YOURSELF

1. Where do you want to get in life?
2. What is the first step?
3. What are you doing about it?

TEST NUMBER TWO: USE WELL THE GOD-GIVEN HOURS

1. What things could you have done today that you have left undone?
2. Why did you leave them undone?
3. When will you do them?
4. Will you do them tomorrow?
5. What makes you think you will do them tomorrow if you could have done them today—and didn't?
6. How many things that you should have done—even little things—have you had hanging over your head for days and weeks?
7. How many things that you did today were done after delay when they might have been done at once?

TEST NUMBER THREE: BUILD YOURSELF

1. What do you need to do to climb into the next step in your career?

2. How much time have you devoted—outside of business hours—to learning something about the business in which you are engaged?

3. What trade journals or magazines on business are you NOW reading?

4. How many such books have you read during the past year?

5. What things are you putting off doing because they are distasteful to you?

6. How much money have you saved during the past year?

7. At this rate how much will you have in five years?

8. If you have something you should do, what WRITTEN system of reminder have you which will urge you to do this?

TEST NUMBER FOUR: REFUSE TO REMAIN MEDIOCRE

1. What mistakes did you make today?

2. What mistakes have you made more than once during the past month?

3. Have you any slang expressions you should drop?

4 Did you "bristle" today at anyone in your organization?

5. Have you any mannerisms which are objectionable and which you may not know you have but which some good friend would tell you about if you made inquiry?

6. Is your walk, posture and general manner businesslike?

7. Did you engage in any horseplay or undue visiting today?

8. Did you interrupt anyone today?

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COYNE ELECTRICAL SCHOOL

"PUTTING YOURSELF OVER"

LESSON No. 3 ANSWER SHEET

Question No. 1: You work under a foreman, who in turn works under a Plant Superintendent. The Plant Superintendent is subject to orders of the General Manager. You have an idea for a plant improvement, who would you present it to, the Foreman, the Plant Superintendent or the General Manager? Give your reason for your choice.

Answer No. 1: It would be best to present your idea to the Foreman under whom you work. If he is the RIGHT TYPE of fellow, he will mention your name when he turns in the suggestion and see that you get credit for it. Of course there are some Foremen who might try to get the credit for themselves. However, these fellows are soon found out and are the losers in the long run. You will do well, however, to co-operate with your Foreman by taking your **FIRST IDEA** to him. If he sees to it that you get the proper credit for the idea, SEND ALL OTHERS to him. If, however, you do not get credit for the suggestion and find that the Foreman has turned it in as his own, then the next time you get an idea, turn it in to the General Manager. A man has to look out for his own interests, so if your Foreman is the type who is unwilling to give you credit for ideas you submit to improve the plant then you have a right to submit those ideas to someone of higher authority to see that you do get the credit to which you are entitled.

Question No. 2: Do you believe it is wise to try to make people over? Do you believe it is a good idea to tell some fellow employee his obvious faults?

Answer No. 2: This is a question that depends on many circumstances. First of all, if you are considerably younger than the person, IT IS NOT A GOOD IDEA TO POINT OUT HIS FAULTS because he won't appreciate the remarks of someone many years younger. Then, of course, there is also the situation where you have been told by a Foreman or Superintendent that unless John Jones changes his ways, he will be fired. If you can point out to this fellow the thing he is weak on, you may be the means of saving his job.

If you are a department head, it is your duty to point out the faults of a fellow worker if these faults affect production and the welfare and progress of your company. Ordinarily, however, it is not advisable to point out a person's faults. The best advice I can give you on this is to study the person carefully and if you are CERTAIN he

If a man has built a sound character it makes little difference what people say about him—he will win in the end.

will take the advice in the spirit it will be given, go ahead and point out his faults—if there is any question in your mind about his reactions, **DON'T TELL HIM.** In such matters as this a great deal of diplomacy is necessary as many fellows resent such advice.

Question No. 3: One of your fellow employees approaches you about starting a spare-time business. The type of service you would offer is the same as the company you work for offers. What would you do about this—what would you tell this fellow?

Answer No. 3: DEFINITELY NO! Tell this fellow that you have your employer's interests at heart at all times and any business you can get for him adds to the progress of the company and directly to your own progress. To go into a proposition of this kind, where you are doing the same type of work your employer is engaged in, is just like "biting the hand that feeds you." Any employee who does this is not loyal and if it is found out by his employer that he is running a business on the side the same as the EMPLOYER'S, he will probably be FIRED IMMEDIATELY. When you work for a man, it is your duty to get him as much business as you possibly can.

Question No. 4: You notice an accident hazard in some other department of the plant, what would you do about it?

Answer No. 4: SAFETY is being preached much more in shops today than it has been during the past 25 years. If you notice an accident hazard in some other department of your plant, you are duty-bound to report it before someone gets hurt or even killed. When you run across something that presents a hazard, go to the foreman of the department and tell him about it. If this FOREMAN has an appreciation of SAFETY, he will take care of the hazard promptly and thank you for calling it to his attention. Make it a point to "check back" on this to see that the matter is HANDLED. If nothing is done about it, go to your FOREMAN and tell him what you have done and point out the hazard to him. If he has the company's interest at heart, he will do something about it. The important thing to keep in mind is to give the Foreman in the DEPARTMENT where the HAZARD exists a chance to straighten out the matter before it comes to the attention of the Superinendent or General Manager.

Question No. 5: You are HIRED by a Superintendent who appreciates the value of a practical training and values self-education through good books, but work directly under a foreman who feels the only way to learn a trade is by the old apprenticeship method. What steps would you take to "sell" this foreman on yourself and your ability?

No one is living aright unless he so lives that whoever meets him goes away more confident and joyous for the contact.

Answer No. 5: Handling a Foreman of this type is a delicate problem. The worst thing to do is to try to tell the FOREMAN he is "old fashioned" in his understanding about the proper way to train a man. The best advice would be to solicit his co-operation on the various phases of the apprenticeship method. In other words, tell him you would like to know something about the way he was "TRAINED." While he is telling you these things, have a notebook ready and when you get a chance, point out some of the jobs you did in your training or some of the material you have read. Ask him if he would give you an idea of what additional books he would suggest that you study to improve yourself. In other words, play up to his ego. Let him FEEL that you think he is a SUCCESSFUL TECHNICIAN and that his advice is valued. Discuss various technical articles with him and get his opinion on them. By going over these things with him, he will get a better understanding of what you know about different branches of electrical or radio work. It may take a while to "sell" him, but if you follow a definite course as I've outlined, you go a long way toward giving him a better appreciation of your qualifications for advancement.

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To do much clear thinking a man must arrange for regular periods when he can concentrate and indulge his imagination without interruption.